

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

McDermott Top Shops, LLC

Wisconsin Manufacturing Extension Partnership

Lean Makes McDermott a Top Shop

Client Profile:

McDermott Top Shops, located in Sullivan, Wisconsin, is a custom manufacturer of kitchen counter tops. The company employs under 50 people.

Situation:

McDermott experienced rapid growth through one customer that averaged about 60 percent in sales for them annually. Along with the volume increase, McDermott had to become as skillful in remodeling as they were at new home installation. The shift was not easy, and lead-times suffered. No two jobs were alike, with every kitchen and counter top being unique. McDermott's process consisted of 1) receiving an order; 2) going to the customer's home to take measurements; 3) fabricating the surfaces; and 4) returning to the customer's home for installation. McDermott contacted the Wisconsin Manufacturing Extension Partnership (WMEP), a NIST MEP network affiliate, for assistance.

Solution:

With the help of WMEP, McDermott applied the following lean manufacturing tools in this highly customized environment to reduce their lead times:

- 1) 5S Visual Workplace creates an environment that is organized, clean and contains only what is required. They modeled their delivery trucks after principles typically used on rescue squad vehicles.
- 2) Value Stream Mapping allows you to identify waste and streamline your processes to remove that waste. McDermott used Value Stream Mapping to eliminate redundant data collection in their order taking process.
- 3) Lean Culture provides sustainability to lean improvement initiative. Cross-functional teams learned how to collect and analyze data to identify improvement opportunities.

Results:

- * Reduced lead-time from measure to install by 75 percent.
- * Standardized work processes.
- * Increased productivity and efficiency by 20 percent.
- * Focused on standardizing fabrication and installation processes.

Testimonial:

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